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Presentation
Chief, Presentation Division, ORE

14 November 1947

Chiefs, Operations and Graphic Sections, Presentation Division

Report on Organization and Status

Reference: A. Presentation Division T/O submitted 7 August 1946.
B. Presentation Division memorandum of 26 July 1946.
C. Presentation Division memorandum to ORE, 15 Sep. 1946.
D. Presentation Division memorandum to ORE, 25 Sep. 1946.
E. Monthly status reports, Presentation Division.
F. ORE intelligence goals and organizational aims in:

- (1) ORE Memorandum 29-47
- (2) ORE Instruction 40-47
- (3) ORE Instruction 54-47

Enclosures: Appendix I : Functions of Operations and Graphic Sections.
II : T/O and job descriptions, Graphic Section.
III: T/O and job descriptions, Operations Section.
IV : Coordination and Liaison.
V : Space Requirements, Operations and Graphic Sections.
VI : Progress Report of the two Sections, including status of the Situation Room.

1. This report is being submitted to assist the new Chief, Presentation Division, in formulating an outline of the basic organization, mission, and development of the activities engaged in by the Operations and Graphic Sections of the Presentation Division. The survey has been kept as brief as possible, yet exhaustive in scope, with the feeling that it will serve first as a guide for recruitment of personnel and reconstitution of the functions of the Division if this is found necessary; as well as a basis upon which to formulate certain ORE instructions relating to the integrating of the oral-visual-graphic intelligence presentation program of the Presentation Division with that of the research and administrative functions of the rest of ORE. It will be noted that the details of the treatment are given in a series of six appendices to enable separate phases of the report to be discussed as units.
2. The Mission and Functions: The mission and functions of the Operations and Graphic Sections, insofar as the units work together, revolves primarily around the CIA Situation Room, which has been planned for integrating orally and visually, the salient features of the world intelligence situation, to focus thereon the attention of authorized CIA and outside recipients. Other functions of the two sections arise

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from the possession of equipment, personnel, and materials which are employed in the planning and executing of the primary assignments of the Division. These latter, outlined in greater detail in Appendix VI of this survey, include:

- a. The design, preparation and maintenance of the basic graphic intelligence installations in the Situation Room.
- b. Preparation, assembly, and maintenance of the Portable Map and Chart library which supplements the basic Situation Room installations.
- c. A reference and inquiry service on matters relating to displays and functions of the Situation Room.
- d. Conducting of graphic and illustrative services, primarily in the Graphic Section, in order to service organizational and intelligence requests from CIA units.
- e. Aids for Presentations and Interrogations conducted by CIA, as well as the weekly servicing of graphic intelligence needs arising from the ORE round-up.
- f. The maintenance and provision of such equipment as projection and recording devices for CIA functions requiring these.
- g. Conducting of proper liaison activities through the Program Section, within CIA regulations, in such matters as the procurement of intelligence data, dissemination of studies and information, and the integration of the CIA Situation Room with those of other affiliated intelligence agencies.
- h. Protection of all intelligence and equipment assigned to this portion of the Presentation Division by means of appropriate security measures.

The above listed phases of operations are by no means complete nor all-inclusive. They represent the abilities of the Graphic and Operations Sections at the present date and under the assumption that needed personnel will be obtained.

It is felt further, that a much greater use of the Situation Room and more effective coordination of activities should be planned in the near future. The present activities, while they are a definite service to all of the ORE research staff and have been commended on numerous occasions in the past, do not provide nearly so complete a service as could be. The reasons for such are outlined below under paragraph 4.

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Finally, as ORE intelligence goals unfold and are brought nearer to completion and treatment, it is suggested that a continuous survey of services and processes of the Graphic and Operations Sections be conducted, with a view toward their being of greater use in production of national intelligence, whether of a basic, current, or staff category.

In this era of global intelligence with its thousands of aspects and isolated facts and trends, the Situation Room and the allied activities, whether expressed orally, visually, or graphically, can be of vital service to ORE and other interested units of CIA. By means of commercially acceptable graphic techniques, adapted over many years of experience for the portrayal of intricate phases of intelligence, and coordinated with the current practices in Situation Room of other agencies, the personnel of the Division have been planning an integrated and effectively emphasized portrayal of the intelligence picture. In this portrayal the maps, pictures, graphs, models, slides, visual aids and oral recordings are all tied into a service which should aid ORE to maintain its high quality of intelligence output. The activities are at the service of all branches and other units and an attempt is made to make full use of the ideas and suggestions of those units, as well as ~~the~~ the evaluated intelligence they provide.

In summary:

The Graphic Section will carry on drafting, designing, and illustrating activities as properly requested by ORE and other CIA units via Chief, Presentation Division. Its chief function will be the transformation of printed and written intelligence data into appropriate graphic forms as determined by Chief of Section. The Section will service the needs of the Situation Room whenever possible.

The Operations Section will continue to prepare the permanent installations in the Situation Room, supplementing the basic displays with portable map and graph studies, to provide for the technical and physical arrangements as well as maintenance of security during and for the briefings, interrogations, and other Situation Room activities. It will also aid the Graphic Section, whenever possible, to carry out its commitments, and provide reference services arising from the data housed in the Situation Room and the activities associated with the Presentation Division.

3. Chronology of Development of the Oral-Visual-Graphic Intelligence Program Conducted by Presentation Division Realizing the obvious value of a Situation Room as part of the end product as well as one

25X1A9a graphic channel in the expression of the global intelligence picture for U.S. authorities, Lt. Gen. Hoyt Vandenburg in July of 1946 instructed [redacted] then his aide, to initiate procedures to set up a Situation Room within some part of the CIG organization. After some initial maps were secured from AMS, [redacted] then heading the Cartographic Branch of the Intelligence Division, WDGS, was placed on temporary duty with CIG to plan for a Situation Room and accompany graphic services. Some progress was made in that the former OSS room devoted to similar activities was made available and a series of basic map and chart installations were planned which would ultimately give proper emphasis to the general and pertinent aspects of the world situation. 25X1A9a

25X1A9a No additional personnel were secured, however, until [redacted] of OGD, was assigned to head the Presentation Branch, then under the guidance of [redacted] with the 25X1A9a aide of [redacted] and his assistants, as well as the Services Branch and 25X1A personnel, redesigned and reconstructed the rooms now assigned to Graphic and Operations Sections. This resulted in a better utilization of space, better audience provisions and the introduction of various improvements which increased the scope and efficiency of the Situation Room (see Appendix VI).

25X1A9a Meanwhile a T/O and mission were developed from the original concept of a single Presentation Branch. There were planned two parts under the OGD, - a presentation staff and a situation room staff, with operations and liaison between the two. (see 7 Aug. T/O.) After several months of experiment and planning of the basic installations in the Situation, the T/O and outline of functions as listed in 25 Sept. 1946 memorandum to ORE were submitted. In this, a greater program of graphic service to reach all of CIG was devised, with [redacted] as head. In 25X1A9a January 1947 both [redacted] now in civilian status, were made heads respectively of the Graphic and Operations Sections, 25X1A9a with [redacted] following soon after as head of the Program Section.

Many activities were begun in the light of the functions outlined in Enclosure A of 25 Sept. report but the chief effort was to aid in arrangements for the scheduled briefings etc.; servicing the ORE needs for graphic intelligence, especially concerning the SR's and weeklys; and finally the initiation of the first map studies in the room and in portable form.

Little attempt has been made thus far to bring the ORE Branch chiefs into the planning of the room and its allied functions, except to ascertain their basic scope in areas. However, as the base material is completed more efforts will be made to inquire into their needs and suggest activities to augment the printed current and staff intelligence.

The Graphic Section recently was relieved of the primary responsibility for the design and drafting of the map enclosures for the Situation Reports; that function is now performed by Map Intelligence Division. The remaining

SR material, including cover preparation and other plate inserts, continues to occupy importance in their work-load, as do visual aids for presentations, large-scale map studies, and miscellaneous drafting and are rendering of roughs and finished originals.

The Operations Section has been concentrating on "lap-map" miniatures for use by Program Section in gathering intelligence data, the initiation of procedures for using the basic installations of the Room, including directory boards giving headline material, and the servicing with required visual aids of all the CIA meetings, briefings and ORE interrogations.

In addition to the above, it was found necessary, pending the activation of the Graphic Materials Division, to procure base maps and charts, pictures, and gazetteer materials for ORE personnel. It is planned to retain a complete file of base map series for short-notice distribution and for actual use in Presentation Division activities.

Recent developments have been aimed at clarifying goals, developing SOP and incorporating security measures. Recruitment of competent personnel still continues to be a primary problem, and other considerations will be outlined in paragraphs 4 and 5 of this introduction.

4. Problems to be Considered for Solution

- a. There is an apparent need for one or a series of ORE instructions and directives pertaining to the various phases and services of the oral-visual-graphic intelligence program, so that Regional and Functional Branch heads can better integrate their needs with the activities of the Situation Room. Such items as avoidance of duplication in postings of intelligence on maps and unnecessary departures in graphic processes on the part of unqualified personnel would enable research sections to place greater emphasis on preparation of roughs and statistical lists for transformation by the Division into graphic form.
- b. Most of the professional personnel of ORE and other CIA units seem unaware of the degree of achievement possible in treating the more or less abstract fact and figures of some of the areas of interest in the biographic, economic, scientific and political fields of ORE processing.
- c. The need for additional assistance in personnel, especially deputy chiefs of the two sections has handicapped the chiefs in long-range planning and necessary administrative requirements.
- d. The search for a suitable non-inflammable lacquer coating to spray on the basic maps in the Situation Room has prevented posting of intelligence such as key order of battle and natural resources and strategic installations. No time was

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wasted however, as portable studies and preparation of symbols and summary cards has occupied the time of the personnel.

- e. There is needed greater clarification of some minor duties between this Division, Graphic Materials Division of Reference Branch and Map Intelligence Division, in cases where statistical charts, graphic renderings, graphs, and covers accompany map reports.
- f. There is a need for closer coordination of activities in other Situation Rooms and the CIA Situation Room. In the past a limited contact has been maintained via Chief, Situation Room to see that duplication and gaps in treatment were eliminated, but there is the possibility of the extension of this liaison further to bring about greater coordination of efforts.
- g. Need for additional equipment which on occasion has been held up by procurement channels.

5. Factors to Consider Should the Present Organization be Disturbed:

- a. Should the Division be reconstituted in such a manner that the Graphic and Operations Sections are physically separated, two immediate disadvantages will arise:
 - (1) The disturbing of the proximity of the two sections which would no longer allow the elimination of unnecessary duplication, high-cost drafting equipment as is now the case.
 - (2) Personnel of the two sections, could no longer be able to complement and aid each other on work involving graphic staff and current intelligence so that separation would necessitate the probable addition of personnel to both sections over and above the number necessary for efficient operation together.
 - (3) Security measures involving storage and transport of classified large-scale studies, the difficulty of covering them in transit between CIA buildings would become extremely complicated in the design and work stage.
- b. If the additional needed personnel plus those few remaining positions not filled, are disturbed greatly, a restatement of functions would be entailed because of strict scheduling and use of technical abilities among the Graphic and Operations Section. This is especially evident in connection with ORE briefings and CIA presentations.

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